

BOARD OF GOVERNORS OF CONCORDIA UNIVERSITY

MINUTES OF THE OPEN SESSION **OF THE MEETING OF THE BOARD OF GOVERNORS**

Held on Wednesday, 15 April 1992, immediately following the Closed Session,
in Room GM-407-1, SGW Campus

Attendance:

Present: Me A. Gervais, Chairman, Mr. B. Aune, Mr. A. Benedetti, Ms. L. Brodrick, Dr. R.M.H. Cheng, Ms. M. Donaldson, Mr. J.N. Economides, Mr. L. Ellen, Prof. S. Friedland, Dr. D.B. Frost, Chief Justice A.B. Gold, Chancellor, Mr. R.K. Groome, Dr. H. Habib, Dr. P. Kenniff, Rector, Dr. V.H. Kirpalani, Mr. F. Knowles, Sister E. McIlwaine, Mr. D.W. McNaughton, Mr. A.H. Michell, Dr. R.H. Pallen, Me J.J. Pepper, Mr. D. Pomerleau, Mr. R. Renaud, Mr. J.H. Smith, Mr. S. Tamas, Mr. C.I. Taylor, Me M. Vennat, Mr. G. Vézina, Ms. S. Woods

Officers of the University:

Dr. C.L. Bertrand, Dr. M. Cohen, Dr. R. Sheinin, Me B. Gaudet

Absent:

Ms. E. Brown, Mr. D. D'Alessandro, Mr. T. Dowd, Mr. H. Farias, Mr. J.R. Firth, Mr. P. Howlett, Mr. P. Ivanier, Mr. R. Lawless, Mr. H. Santos, Mr. W.W. Stinson

DOCUMENTS CONSIDERED AND ATTACHED TO THESE MINUTES:

BG-92-4-D25	Documents attesting two nominations to the Advisory Search Committee for the Director of University Libraries
BG-92-4-D26	Proposed resolution concerning signing requirements for leases
BG-92-4-D27	Memo from John Noonan advising the Board of an invitation from Senate to attend a special joint meeting

1. Call to Order

The Open Session was called to order at 8:05 a.m.

1.1 Chairman's remarks

The Chairman read a letter he had received from the incoming president of the Commerce and Administration Students' Association (CASA), Mr. Nick Kaminaris, identifying CASA's recently elected executive for the 1992-93 academic year.

1.2 Approval of the Agenda

On the recommendation of Me Gervais, Item 4 concerning the search for a Dean of the Faculty of Engineering and Computer Science was deleted, to be discussed at the May meeting. The Rector suggested that the proposal, by Senate, to hold a joint meeting of the Board and Senate, be discussed; it was agreed that Dr. Kenniff would include that subject in his report.

The Agenda was approved as modified.

1.3 Approval of the Minutes

Upon motion duly moved and seconded (McIlwaine, Pomerleau), it was unanimously RESOLVED:

R92-32 THAT the Minutes of the Open Session of the previous meeting, held on 18 March 1992, be approved.

2. Business arising from the Minutes

2.1 Ratification of the appointment of two members to the Advisory Search Committee for the Director of University Libraries

Upon motion duly moved and seconded (Kenniff, McNaughton), it was unanimously RESOLVED:

R92-33 WHEREAS, at its meeting of 18 March 1992, the Board adopted Resolution R92-24, authorizing the Chairman of the Board to appoint two members, as nominated by their respective constituencies, to the Advisory Search Committee for the Director of University Libraries, subject to ratification by the Board;

BE IT RESOLVED

THAT the Board ratify the appointment of Dr. Gail Valaskakis, as the representative of the Academic Deans, and Ms. Louise Carpentier, as a representative of the professional librarians, to serve on the Advisory Search Committee for the Director of University Libraries.

2.2 Report by the Vice-Rector, Institutional Relations and Finance concerning the creation of an official Concordia anthem

The Vice-Rector, Institutional Relations and Finance, Dr. Cohen, reported that he had consulted several colleagues and found general consensus that it would be

inappropriate to create an anthem for Concordia at this point in time. Dr. Cohen offered two main reasons for this view: first, it was seen to be inconsistent with the themes elaborated in Concordia's current image campaign; second, it would strain already severely attenuated resources. The Rector acknowledged that he was not tremendously enthusiastic about creating an anthem at that time. Dr. Kenniff explained, from his experience in developing a theme song for the Montréal 1992 celebrations, how exacting and time-consuming a task it is to reach consensus in the selection of a suitable message, and then, to find a melody and lyrics which convey it.

Some governors countered that an anthem was an important way to unify the University, promote a Concordia identity and invigorate school spirit and pride. A student member affirmed that his pride in Concordia came from his contact with dedicated faculty and his awareness of the distinguished contributions Concordia has made to research and innovation; he did not, he said, feel a need for a school song.

The Chairman said the Executive Committee would study the matter further, taking into account a creative suggestion, offered by a governor, to use a contest or competition to facilitate the selection process.

3. Approval of a proposed revision to the composition of Senate

Dr. Kenniff explained that the proposed amendment to the By-Laws arose from a reorganization of student services, in the portfolio of the Vice-Rector, Services, which created the position of Associate Vice-Rector, Services (Student Life). As the Dean of Students, named as a permanent observer on Senate, has reported directly to the Associate Vice-Rector, Services (Student Life), since the reorganization was completed, the proposed amendment would name the Associate Vice-Rector, Services (Student Life), to replace the Dean of Students in that capacity.

Upon motion duly moved and seconded (Kenniff, Tamas), it was unanimously RESOLVED:

R92-34 WHEREAS Article 46 of the Concordia University By-Laws provides that "Any amendment to these By-Laws shall require:

- (a) fifteen days written notice of the proposed amendment to be given to the Governors prior to the meeting of the Board;
- (b) a two-thirds majority vote of the Governors present at the meeting of the Board; and
- (c) confirmation by a two-thirds majority vote of the members of the Corporation present or represented by proxy at a meeting of the

Corporation of the University."; and

WHEREAS the members of the Board of Governors were given due notice of the proposed amendment in writing at least fifteen days prior to their meeting;
BE IT RESOLVED

THAT, upon the recommendation of Senate, Section XI, Article 39, item (v) of the University By-Laws, concerning the composition of Senate, be modified to replace the "Dean of Students" with the "Associate Vice-Rector, Services (Student Life)", as a permanent observer, for the reasons outlined in Document BG-92-3-D20.

5. Progress Report on the Search for a Dean of Graduate Studies

Dr. Sheinin, Chairwoman of the Advisory Search Committee for a Dean of Graduate Studies, reported on behalf of the Committee. Dr. Sheinin provided a brief history of the Division of Graduate Studies and the search for a Dean which was initiated in October 1990. In the first round of interviews, a suitable external candidate had been offered the position but declined, in part, because of general uncertainty about the goals of the division. It was agreed at the time not to renew the search until a clear development path could be foreseen and creation of a School of Graduate Studies was certain. Dr. Sheinin reported that the initial stage comprising approval by Senate and establishment of a Graduate Studies Council had been completed, and the School of Graduate Studies would be inaugurated on 1 June 1992. The Advisory Search Committee, therefore, was prepared to resume its work.

After careful deliberation, the Committee agreed that a thorough internal search should be undertaken before opening the search to external candidates. Dr. Sheinin explained that redefining and developing the role of graduate studies within Concordia would necessarily be a gradual process in which a candidate already familiar with the University would have certain advantages. Dr. Kenniff gave his support to the resolution.

Upon motion duly moved and seconded (Kenniff, Woods), it was unanimously RESOLVED:

R92-35 WHEREAS an Evaluation Committee for the Dean of Graduate Studies was established by the Board of Governors on 20 June 1990 and its members elected by the Board on 4 October 1990;

WHEREAS the said Evaluation Committee was changed into an Advisory Search Committee, retaining the same membership, by decision of the Board of Governors adopted on 13 February 1991;

WHEREAS after an unsuccessful first round of interviews with candidates, the Advisory Search Committee has decided to reopen the search and launch another call for applications and nominations for the position of Dean of Graduate Studies;

WHEREAS the Advisory Search Committee intends to advertise the position, but wishes, at least for the first stage of the process, to limit advertising to the Concordia internal community; AND

WHEREAS Article 25 of the Rules and Procedures for Evaluation Committees and Advisory Search Committees provides that whenever a search committee wishes that a vacancy be announced only within the University community, which is a departure from the normal procedures as set out in Articles 23 and 24 of the Rules, such a decision must be made by the Board of Governors and will require a two-thirds majority vote of the members present;

BE IT RESOLVED:

THAT, in the case of the vacancy for the position of Dean of Graduate Studies, the Board of Governors authorize the Advisory Search Committee to advertise the position first within the University, in keeping with Article 25 of the current Rules and Procedures for Evaluation Committees and Advisory Search Committees.

6. Consent Agenda

6.1 Approval of a resolution delegating signing authority for offers to lease, leases and lease renewals

Dr. Cohen explained that the present motion reflected what was already common practice. The Rector added that he and the Vice-Rector, Services, had agreed upon the formal requirement of two signatures on leases, renewals and offers to lease, as a desirable precautionary measure.

The following resolution was adopted unanimously and without debate:

R92-36 THAT offers to lease, leases for the rental of movable and immovable property and lease renewals henceforth require the signatures of the Rector and Vice-Chancellor, and the Vice-Rector, Services.

7. Reports of the Standing Committees

7.1 Collective Bargaining Committee

Ms. Donaldson, Chairwoman of the Collective Bargaining Committee, reported that the meeting of 13 April 1992 was held primarily as an information session on the Concordia University Support Staff Union (CUSSU), the newly-certified CSN union of administrative and support staff. A presentation was given by Dr. Proppe and Dr. Cohen to explain the government's upcoming salary policy revision, and the effect it would have on University employees' salaries.

The Committee approved the proposed mandate to the University's Negotiating Team to negotiate the CUSSU collective agreement.

A question was asked about the current status of limited term appointments (LTAs) in the Faculty of Commerce and Administration; Dr. Cohen explained that the Collective Bargaining Committee deals strictly with mandates for negotiations. LTAs are covered under an existing collective agreement. Only the CUFA president, members of the negotiating team or himself, the Vice-Rector, Institutional Relations and Finance, would be authorized to re-open a clause, Dr. Cohen said. The LTAs were under discussion and would be brought to the attention of the Collective Bargaining Committee if necessary.

7.2 Concordia Pension Committee

The Vice-Chairman of the Pension Committee, Mr. Economides, reported on the Committee meeting of 2 April 1992. Mr. Economides explained that the SEI funds evaluation service report had been favourable, recording 19% growth in the Concordia Employees' Pension Fund over 1991, 1% better than the objective.

On a second matter, Mr. Economides reported that the Committee thought it would be desirable to expand investment in the non-North American market, particularly into European and Asiatic markets. The Concordia Fund's investment in foreign equities was about 10% of its total investment, in compliance with 1972 legislation. The allowance under the law has been increased to 16%, and eventually will reach 20%; Mr. Economides said that a sub-committee would meet during the next week to discuss plans to expand the portion of international investments in the Concordia Fund portfolio. Investment capital would not be drawn from the existing Fund, but a new fund would be created from incoming cash to enable dedication of about \$5 million toward foreign stocks and equities, he explained.

7.3 Nominating Committee

Mr. McNaughton, the Committee Chairman, reported that both the Nominating Committee and the Committee to search for a new Chancellor had met on 13 April and their deliberations were ongoing. He expected to report on their progress at the June meeting of the Board.

8. Report of the Rector

The Rector reported that a recent meeting of the Executive Committee of the Conference of Rectors with the Minister of Higher Education and Science confirmed the Ministry's decision to reduce the salary budget by 2% annually with the goal of achieving a 10% reduction over the next five years. The decision, he said, was firm for one year only. The government will be continuing its efforts to correct the shortfall in revenues; universities are expected to make a modest contribution to the general effort to further economic recovery in the province. The Rector reported that SCAPP would meet the next day to discuss the budget for 1992-93, which would then be studied by Senate, to be presented to the Board in May.

Dr. Kenniff confirmed the Chairman's assessment of the recent annual meeting of University Board Chairs and Secretaries which was organized jointly by the four Montréal universities; it was, he said, a tremendous success. He paid particular tribute to our Secretary-General.

The Rector requested the Board's indulgence for a momentary commercial break, to remind the Governors that, in May, Montréal will be alive with inaugural celebrations for the 350th anniversary. Dr. Kenniff declared that Montrealers would be delighted with the impressive additions to the City's cultural endowments, and encouraged everyone to join in the festivities.

The last item of the Rector's report relayed an invitation, resolved by Senate and extended to the Governors, to attend a joint special meeting to discuss ways of improving communication and explore the potential for cooperation between the two bodies. The recommendation from Senate was two-fold: a special meeting to be held before 1 May 1992, and the establishment of an annual joint meeting to be held every fall. The invitation, Dr. Kenniff advised, was made in a very positive spirit and it would behoove the Board to accept it; discussions were already underway to prepare an agenda which would facilitate a constructive exchange of views, the Rector said. Me Gervais praised this initiative by Senate.

There followed a discussion of ways, some used in other universities, to promote an active dialogue between the academic and administrative governing bodies, for example, dual membership of certain individuals on both Board and Senate, or occasional small symposiums for members of both bodies. Chancellor Gold reflected that McGill University seemed to have faced a similar situation to Concordia's, in which Board and Senate appear to be moving in different directions; he suggested that insight might be gained by consulting the McGill administration. A brief look at ways of developing a congenial and practical network among university boards ensued, resulting in a decision to resume the lapsed tradition of reciprocal invitations between the McGill and Concordia Boards.

9. Reports of the Vice-Rectors

- 9.1 Dr. Sheinin reported on two issues. First, she announced that the annual meeting of Vice-Presidents and Vice-Rectors, Academic, was being organized jointly by the four Montréal universities and would be held in Montréal in October 1992. Historically, participation by Québec universities has been poor, but in 1992 almost all are expected to attend the conference.

Dr. Sheinin reported, also, that Concordia planned to host a joint meeting of the National Research Council and the Royal Society of Canada on the subject of the ethics of scientific research and publication.

- 9.2 Dr. Bertrand said he had good news to relate: A particular obstacle faced by Concordia in implementing the new information systems has been the geographical distance between our two campuses, and it was anticipated that establishment of a high-speed link between them would be quite costly. The Vice-Rector, Services, reported, however, that the University has negotiated a favourable five-year contract with Bell Canada through which we will lease the use of Bell's Centrex System's fibre optic lines, to be effective immediately. Although the precise rates had not yet been established, Dr. Bertrand assured the Board that the agreement will reflect the intent of Concordia's strategic relationship with Bell and realize savings for the University.

- 9.3 Dr. Cohen discussed the recent decisions of the Treasury Board to cut salary expenditures by 2% over the 1992-93 fiscal year. Although universities will not escape these cuts, we are fortunate that only \$10.9 million is being trimmed across the province out of an overall reduction of \$1.5 billion. Concordia's recently tabled Provisional Budget proposal was consistent with our commitments under the deficit reduction plan submitted to the province in November 1991; however, that plan assumed constant funding and would have to be revised in consequence of the projected \$1.2 million reduction in our base funding. The Rector added that the President of CREPUQ would submit a recommendation concerning the modification of universities' deficit repayment plans.

Concordia, Dr. Cohen said, is fortunate to be in a very sound financial situation; the effects of this Treasury decision would be uncomfortable but not critical, as cuts will be concentrated in the area of planned expenditures for development. We will modulate our absorption of the cuts, reducing the annual payment on our deficit, but not by much. SCAPP has been asked to review and modify its budget requests before the Operating Budget returns to the Board for final approval.

11. Any other business

Me Vennat advised the Board that a pre-opening reception would be held at the McCord Museum on the evening of 27 April 1992 and urged the Governors to attend. Me Gervais highly recommended the event.

Mr. Renaud reported that the Annual Giving Campaign had raised almost \$1.5 million to date, approaching its target of \$1.7 million. So far, 80% of Board members had contributed. He added that the Phonathon raised pledges totalling \$80,000, exceeding Concordia's goal by \$20,000. Dr. Kenniff was the event's star fundraiser, Mr. Renaud said.

12. Date of next meeting: the next meeting will be held on Wednesday, 20 May 1992 at 6:30 p.m., in Room AD-308, on the Loyola Campus.
13. The meeting of the Open Session was adjourned at 9:10 a.m.

Me André Gervais
Chairman of the Board of Governors
Governors

Me Bérengère Gaudet
Secretary of the Board of